

September 29 is Nomination Deadline

A call for nominations to fill a number of AMAPCEO positions was posted on the website last month and an e-mail alert was sent to all members-in-good-standing. The annual Fall election cycle has begun. Further information is included inside this issue of the newsletter.

The deadline for all nominations is 12:00 noon on Friday, September 29, 2006.

The following Association-wide positions are open for nomination: President; Vice-President; two members of the Board of Directors; three members of the Audit Committee; five members of the Member Reconciliation Committee; Delegate-at-Large.

The following Chapter-level positions are open for nomination: Chapter Chair; Delegate; Member of the Chapter Executive Committee (although not in all Chapters; check the website for specific openings).

September 29 is also the deadline for submitting resolutions or constitutional amendments to be considered at the Annual Delegates' Conference, which is scheduled this year for Friday and Saturday, December 1 and 2, in Toronto.

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A | M | A | P | C | E | O MEMBER NEWS

Association of Management, Administrative and Professional Crown Employees of Ontario

www.amapceo.on.ca

Despite Slow Bargaining, AMAPCEO Had a Productive Summer

Gary Gannage, President

In the July issue of this newsletter, I indicated that the employer and AMAPCEO bargaining teams had been meeting on a regular basis to negotiate a new collective agreement and that, although some progress had been made on minor non-monetary issues, a number of major items (including binding interest arbitration, alternative work arrangements, a prohibition against workplace bullying, training, bargaining unit integrity and conversion of long-serving unclassified employees) remained unresolved.

I also noted in July that, based upon previous agreements, monetary issues (e.g., compensation and benefits) cannot be dealt with in bargaining until the Job Evaluation Project is completed and that we were waiting for the employer to finish the draft job descriptions for all of the positions in the bargaining unit, based on the input from members and some managers last Spring.

The parties continued to meet in bargaining in July and there was a meeting of the joint steering committee of the Job Evaluation Project in August. Further bargaining dates have been scheduled for September and October and we have been informed that the employer is close to completing the draft job descriptions, on which AMAPCEO-represented employees and their managers will have an opportunity to comment when they become available.

Notwithstanding the frustrating pace of both bargaining and the Job Evaluation Project, the Association was busy over the summer and there is some good news to report on other fronts. The employer announced in

August that it has agreed to increase the reimbursement rates for meals and personal use of vehicles while on government business. While the changes fall short of what AMAPCEO was proposing (and what competitive employers in the federal and some provincial governments pay), they do go some distance towards recognizing that the former rates, which were last adjusted five years ago, were clearly inadequate.

In July, AMAPCEO successfully negotiated a resolution of the ten-year old "Bill 7" dispute, under which a number of our colleagues in the Ministry of Finance have been excluded from complete coverage of the collective agreement. As a result of our efforts, over 150 employees out of 225 affected will now join the bargaining unit, paying dues and gaining the full protection of the collective agreement.

We reached an amicable settlement in August with the Association of Law Officers of the Crown (ALOC) over the representation of arbitrators at the Financial Services Commission of Ontario (FSCO); AMAPCEO will continue to represent the arbitrators. Finally, we were also busy submitting, in July, additional comments on proposed revisions to the *Public Service Act*, particularly as they relate to whistleblowing protections for civil servants. (See AMAPCEO submission on our website).

The number one priority for AMAPCEO as we enter the Fall is to focus the employer's attention on making progress on both job evaluation and collective bargaining.

Book Review

Two reviews this issue – one of a book and the other of a journal article, both suggested by members. If you have a suggestion for a review, please let us know (or better still, consider writing one yourself – we can always use help).

Disciplined Minds

by Jeff Schmidt (Rowman and Littlefield Publishers), 2000, 293 pp.



The subtitle of this book is “A Critical Look at Salaried Professionals and the Soul-Battering System that Shapes their Lives”, which should signal the reader that this is a polemical rather than a dispassionate treatment of this

subject. The author describes his work as being “about professionals, their role in society and the hidden battle over personal identity that rages in professional education and employment”. The book is witty, well written, contains fascinating anecdotes about public and private sector workplaces and sets out a cogent and distinctive point of view that will likely resonate with many OPS employees.

Schmidt, who holds a PhD in Physics, was an editor at *Physics Today* magazine for nineteen years until he was fired for writing this book. (The story of his firing and his successful battle for reinstatement is chronicled on his website: www.disciplinedminds.com.) He argues that the workplace is a battleground for the very identity of the individual, that professional work is inherently political and that professionals are expected by their employers to subordinate their own vision and maintain strict “ideological discipline.”

The author argues that the hidden root of much career dissatisfaction is the professional’s lack of control over the political component of his or her creative work. Many knowledge workers set out to make a contribution to society and add meaning to their lives, yet our system of professional education and employment encourages us to accept politically subordinate roles in which it is difficult to make a significant difference. Schmidt says that acceptance of this system undermines the creative potential of individuals, organizations and our democratic society generally.

“Simply put,” writes Schmidt, “you must become a radical professional”, someone who questions and, ultimately, undermines authority or the status quo; someone who takes a critical view of the social role of your profession and employer; someone who, working from within a mainstream organization, nevertheless is committed to pursue an alternative vision. This book offers both an analytical tool with which to assess your own working environment and some very practical advice (33 specific suggestions, in fact) that professionals can use at work to advance their goals. While not all of Schmidt’s strategies will appeal or be applicable to everyone, he offers a stimulating and empowering way to look at our roles both as employees and as citizens.

“Leadership Lessons of Deputy Ministers: Lessons for a Sustainable Public Service”

by Keith Brownsey in *Public Sector Management*, published by the Institute of Public Administration in Canada (Vol 17, Issue 2), 2006.

This is a brief report on a two-day conference sponsored by the Institute of Public Administration in Canada (IPAC) that was held in Toronto last April and featured as panelists a number of current and former federal and provincial deputy ministers, as well as deputy ministers (permanent secretaries) from six African countries and a few academics. Keith Brownsey, a former chair of the IPAC research committee, teaches political science at Mount Royal College in Calgary.

The “lessons” put forward by the panelists include the usual mix that one might expect of this sort of event: obvious, earnest, sensible and occasionally off the wall, but with no real surprises. Among the observations were the need for deputies to encourage accountability; to foster expertise in procurement, contracting and human resources; to simplify a vision in order to move it forward; to build intergovernmental networks; and to attract scientific experts to work in government.

One important theme that was addressed by more than one panelist was the role of the deputy minister as the link between the political side, represented by the minister, and the apolitical side, represented by the civil service bureaucracy. In this role, the deputy clearly has a dual responsibility: on the one hand, to “speak truth to power” and ensure that the advice and expertise of the civil service is conveyed to the minister on any given issue, even if it runs counter to government proposals, and on the other, to inspire and motivate civil servants to work for and implement a government’s agenda once political decisions have been made.

Some deputy ministers had advice that could have come from the pages of this newsletter, e.g., that deputies need to foster a culture of respect within their ministries and create a good work-life balance; to ensure that “the call to public service does not lose its vitality or its validity” among civil servants; to enhance interministerial and intergovernmental collaboration; to have a strong commitment to learning and listening; to ignore the impulse to reorganize (!); and to be wary of inexperienced political staff in the minister’s office.

Brownsey concludes by noting that, while deputy ministers need to stay focused on their day-to-day responsibilities (e.g., managing crises and fighting fires), they will be judged, ultimately, on their ability to promote the capacity of the public service to be “sustainable”, i.e., to strengthen its integrity and continue to serve democratic societies in the future. His “key lesson” from the event – one that we cannot argue with – is that deputy ministers cannot do it alone and that their leadership will be measured by the quality of their staff.

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AMAPCEO, established in 1992, is the
second-largest bargaining agent in the
Ontario Public Service, representing over
8,500 professional and supervisory civil
servants who work directly for the
Government of Ontario in every ministry
and in a number of agencies, boards and
commissions.

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Call For Nominations - Fall Elections

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The *Audit Committee* is responsible for providing an independent monitoring and oversight of AMAPCEO's financial policies and accounts, including recommending the appointment of external auditors to the Board. Detailed terms of reference can be found in By-law 3 (see website). The committee typically meets four or five times a year. Members are responsible for attending meetings and participating in the deliberations of the committee. The committee elects its own chair, who is expected to attend the Annual Delegates' Conference to give a report to the Delegates.

Chapter-level positions

The *Chapter Chair* provides leadership in each Chapter for membership development and mobilization initiatives. He or she presides over meetings of both the Chapter and the Chapter Executive Committee, acts as a communication link between the AMAPCEO office and the Chapter membership and participates in two governing bodies of the Association: the Annual Delegates' Conference and the Provincial Council. A detailed list of responsibilities of the Chapter Chair has been posted on the AMAPCEO website.

The *Chapter Executive Committee* consists of the Chapter Chair, two elected "at large" members and, as *ex officio* members, the Delegates, AMERC Representatives and Workplace Representatives in each Chapter. The committee typically designates two of its members to serve as Vice-Chair and as Secretary-Treasurer of the Chapter and is also expected to designate an alternate in cases where the Chair is unable to attend meetings of Provincial Council. The Chapter Executive Committee, which is required to meet at least four times each year, provides advice and assistance to the Chair and shares the leadership responsibilities in the Chapter.



Delegates (other than Chapter Chairs and members of the Board of Directors) are elected from Chapters on the basis of one Delegate for every fifty members. The Annual Delegates' Conference (ADC) is the highest governing body in the Association, responsible for electing the Officers and Board, approving the annual budget, adopting constitutional changes, setting bargaining priorities and authorizing membership dues. Delegates are automatically voting members of their Chapter Executive Committee.

Elections and Credentials Committee

The AMAPCEO nomination and election process for both central and Chapter elections is overseen by the Elections and Credentials Committee, an arm's length body elected annually by the Annual Delegates' Conference. The Chair of the Committee is the Chief Returning Officer for all elections. Members of the Elections and Credentials Committee for 2006 are: **JAMES QUIGLEY**, Chair (and Chief Returning Officer), **ROGER BANGS**, **TOM BERTRAND**, **MURRAY GAUDREAU** and **RAY WRIGHT**.

Further details about the nomination and election process and rules, the responsibilities and time commitments of the positions and the AMAPCEO governance structure may be obtained by contacting **MICHAEL MOURITSEN**, Director of Operations and Planning, at the AMAPCEO office (extension 2724 or by e-mail at mouritsen@amapceo.on.ca).